

ENVIRONMENTAL MANAGEMENT ADVISORY BOARD

U.S. DEPARTMENT OF ENERGY
1000 INDEPENDENCE AVENUE, S.W.
ROOM 5B-171
WASHINGTON, D.C. 20585

December 16, 2003

Jessie Hill Roberson
Assistant Secretary for
Environmental Management
1000 Independence Avenue S.W.
Washington, DC 20585

Dear Ms. Roberson:

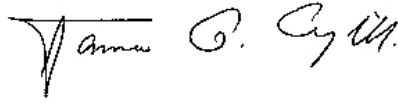
The Environmental Management Advisory Board (EMAB) was tasked by you to review the present EM program performance metrics, contracting policies, and the end-state strategy documents for the purpose of providing recommendations on whether they are adequate to support the new accelerated risk reduction program. EMAB divided into three teams to review these issues.

The enclosed "Environmental Management Advisory Board Team Reports" provides the respective team recommendations, which are summarized on pages 2 -5, from this review. The Teams presented their findings and recommendations to the full EMAB during our public meeting on November 21, 2003. As a result of those discussions, the Report was approved along with the recommendations. The Board also spent some time during the meeting discussing how to make the recommendations actionable should you wish to move forward with implementing our recommendations. The ideas and proposed actions resulting from that discussion are outlined in a separate memo which is also enclosed and will be appended to the Report.

Lastly, I would like to follow up with you to get some further guidance on any new directions you would like us to take in addition to working with you and your staff on implementing the November 21 recommendations. During our conversation at the Board meeting you suggested that it would be helpful to have the EMAB conduct a case study of one of the EM sites to evaluate performance against expectations. The Hanford site was mentioned as the possible focus of such a case study since lessons learned from the Rocky Flats experience are now largely documented. I agree with your recommendation to look at Hanford given that the challenges there and what has been done to address them will definitely have application to the rest of the complex. However, given the time and resource constraints under which EMAB operates, we will be able to be of most use to you if the scope of the initial study can be better defined.

If you have any questions or comments regarding the Report, recommendations, or the memo outlining suggesting implementation actions, please feel free to contact me and please accept my best wishes for a happy holiday.

Regards,

A handwritten signature in black ink, appearing to read "James A. Ajello". The signature is written in a cursive style with a horizontal line above the first part of the name.

James A. Ajello
Chair

Attachments

Cc:

EMAB Board Members
J.Melillo
V.Soberinsky
S.Waisley